

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

GLOBAL PACKAGING

Delaware Valley Industrial Resource Center

Global Packaging Benefits From DVIRC's Assistance

Client Profile:

Global Packaging is a privately held organization founded in 1996. The company is an industry leader in branded and private label packaging. Global Packaging is a flexible package printer and converter, providing flexographic packaging material for a wide variety of markets including: personal hygiene products; diapers and incontinence products; cosmetic products; and paper products--frozen food, candy and specialty laminations. Global employs 40 people at its Oaks, Pennsylvania, facility.

Situation:

Global's management team recognized a need to meet competitive pressures for improving on time delivery, product quality, and reducing lead-time. They felt these areas were impacting the opportunity for growth and were being pressured from their largest customer to improve performance in these areas before any negative impact was felt from loss of sales. Specifically, Global was experiencing lead times ranging from 3-4 weeks and significant product quality issues resulting in rework and scrap, which also contributed to the lengthy lead times. Collectively, these situations resulted in poor on time delivery overall to the customer base. In addition, the company felt poor internal communication contributed to this ineffectiveness. Global contacted the Delaware Valley Industrial Resource Center (DVIRC), a NIST MEP network affiliate, for assistance.

Solution:

The DVIRC assisted Global in addressing these areas of concern by providing a broad strategic approach to improvement. A Professional Business Advisor (PBA) from the DVIRC facilitated a management steering committee comprised of the president and his executive staff, which met monthly to discuss and review metrics, as well as facilitate the transformation and set future activity. These monthly meetings allowed DVIRC and Global Packaging to set a course of action and work collectively on improving performance through the utilization of Lean methodologies and providing various training programs to the employees.

The DVIRC initiated work by assessing Global's overall situation with a focus on growth opportunities. They continued by having DVIRC provide a Value Stream Mapping (VSM) of the organization's product and process flow, identifying critical areas for continuous improvement. Following this activity, the DVIRC facilitated multiple Kaizen (continuous improvement) events focused on bridging the gaps discovered in the VSM. Particular attention and focus was on reducing lead-time through improvements in work order and product flow throughout the organization. In addition, the company initiated a Kanban with its largest supplier to meet the demands of just-in-time delivery to its largest customer, the personal hygiene market. The DVIRC also assisted Global in developing a formal Operational Equipment Efficiency (OEE) program, which reduced equipment downtime and provided improved performance, which also contributed to the success of OTD. In addition, the DVIRC provided employee training to improve communication throughout the organization, which has enhanced employee effectiveness and improved product quality.

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Results:

- * Reduced lead times to meet "same-day" delivery requirements.
- * Improved quality.
- * Increased employee productivity.
- * Enhanced communication throughout organization.
- * Improved relationship with customers.
- * Decreased annual production costs by 3/4 of 1 percent.

Testimonial:

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